



Our Army at War - Relevant and Ready...

Today and Tomorrow

A Game Plan for Advancing Army Objectives in FY05 and Beyond: *Thinking Strategically*



Why a Game Plan?

- Situation:

- ➔ The Army has a great deal of requirements prescribed by National, Defense, Combatant Command, and Joint directives.
- We have clear strategic direction developed during the past year.
 - ✓ A well articulated, well managed Army Campaign Plan.
 - ✓ Numerous authoritative documents that communicate intent.
 - ✓ Several key papers by leaders (e.g., *Adapt or Die* and *Serving a Nation at War*).
- We have several key documents in various stages of development:
 - ✓ The Army Plan (i.e., Section I -- Army Strategic Planning Guidance (ASPG))
 - ✓ Program Objective Memorandum 06-11
 - ✓ The FY 06 Legislative Agenda (DRAFT)
 - ✓ Army Strategic Communications Plan (DRAFT)

- Mission:

- We have a mission of deadly importance ...
- *A unique **opportunity** to get it right ...*



What is its Purpose?

- Reaffirm our overarching strategic goal and broad strategic direction.
- Provide a common perspective of our operating environment, in terms of challenges, uncertainties, and opportunities.
- Stimulate thinking, initiative, and creativity with respect to the application of strategic leadership to deal with key challenges we face.
- Provide a context to focus our strategic communications to achieve the following effects:
 - ➔ Externally ... to maintain support for our programs.
 - Internally ... to address the concerns of Soldiers, families, and the civilian workforce and explain why and how the Army is changing.
- *Add impetus to our ongoing efforts to change our culture ... to reflect the realities of our current operating context*
A/SA, 2 September: “make it compelling ... focus on big ideas ... big challenges ... “



CSA Guidance: How To Make It Most Useful

- Key Ideas:
 - ➔ Get in everyone's mind what the purpose of the document is ...
 - Focus on genuinely strategic issues ...
 - Stay broad ... people want certainty ... don't make promises you can't deliver ...
 - Create realistic expectations that match our operating environment ...
 - Emphasize the importance of changing culture ...
- Culture:
 - Need to reinforce role of leadership and adaptability ...
 - Need to unleash initiative ...
 - Need to increase tolerance of ambiguity, uncertainty ...
 - Change frame of reference ... move beyond Task, Conditions, and Standards ...
 - Must reinforce development of a wartime mindset ...

CSA, 2 September: "to articulate intent ... and ensure unity of effort in achieving that intent ..."



How Does the Game Plan Reinforce Key Strategic Documents?

Army Strategic Planning Guidance (ASPG): Next 10-20 Years

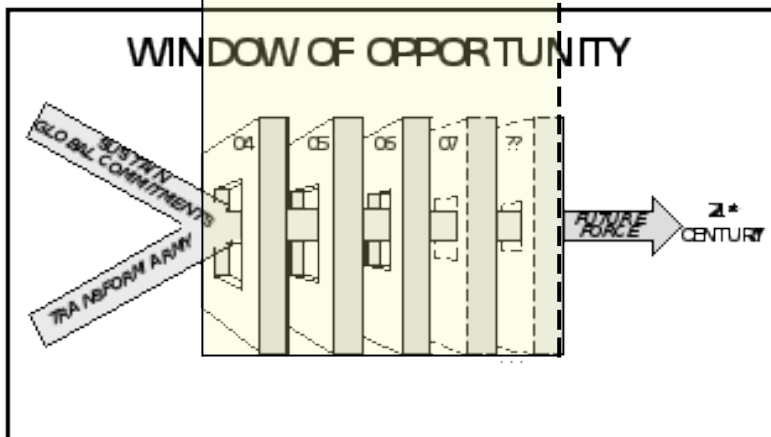
FOCUS: CLARIFYING CURRENT AND FUTURE STRATEGIC CAPABILITIES

Army Campaign Plan (ACP): Next 10 Years

FOCUS: TRANSFORMING TO CREATE A JOINT AND EXPEDITIONARY ARMY . . . NOW

Game Plan: Next 1-2 Years

FOCUS: REINFORCING INTENT, UNIFYING EFFORT, CLARIFYING LEADER ROLES ... AND CHANGING CULTURE (SEIZING THE INITIATIVE TO EXPLOIT "WINDOW OF OPPORTUNITY.")

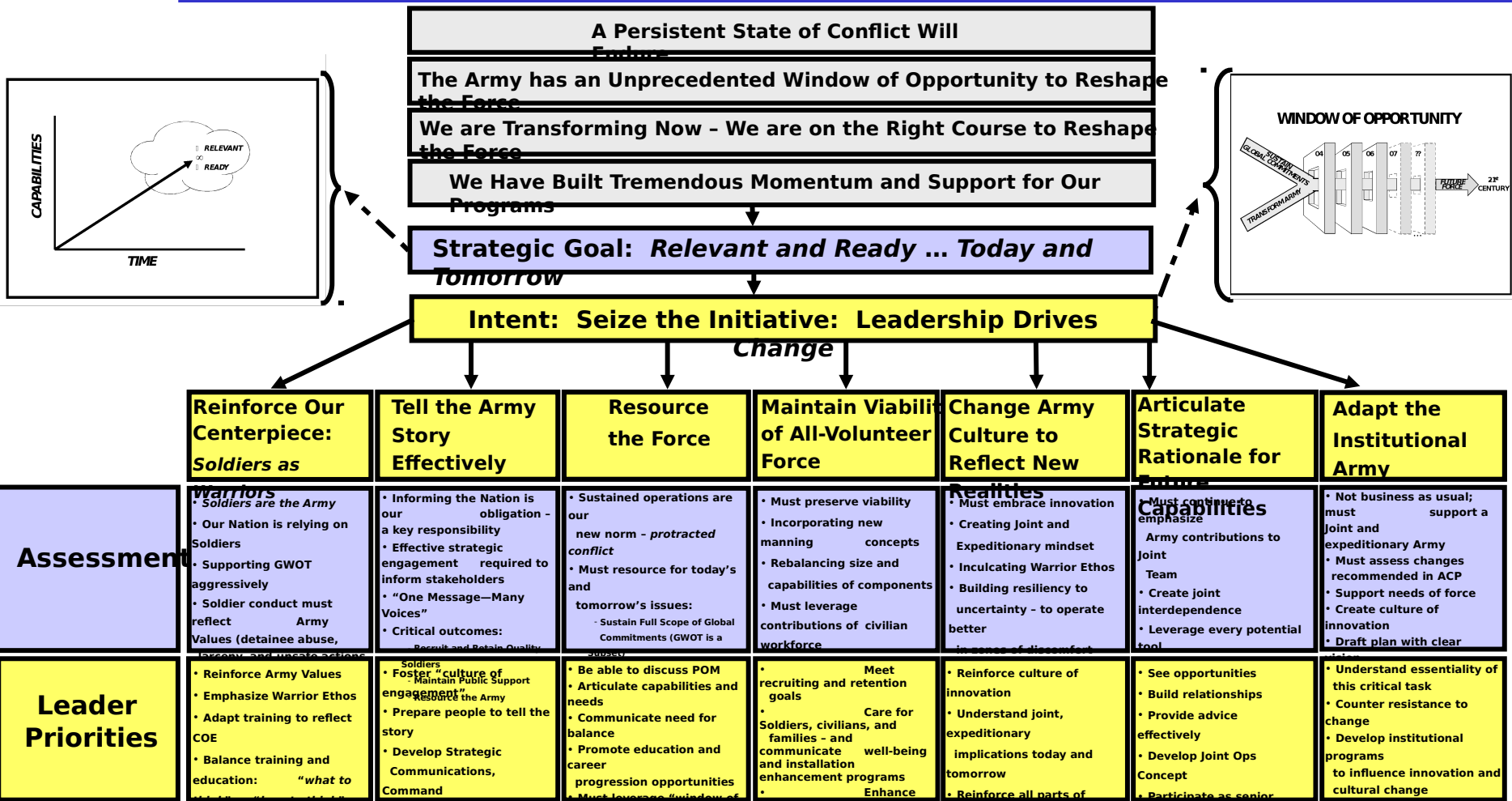


- REINFORCING ASPG and ACP**
- REAFFIRMS AND REINFORCES STRATEGIC DIRECTION AND MOMENTUM.
 - HIGHLIGHTS PROGRESS TO DATE.
 - ARTICULATES STRATEGIC COMMUNICATIONS AND RESOURCING GOALS TO ENABLE:
 - ACHIEVING OBJECTIVES OF THE ACP IN THE "WINDOW OF OPPORTUNITY."
 - ACHIEVING GOALS OF ASPG OVER LONGER TIME FRAME.
 - PROMOTES BETTER UNDERSTANDING BY INTEGRATING NUMEROUS KEY STRATEGIC DOCUMENTS INTO ONE.
 - HIGHLIGHTS THE ROLE THAT LEADERS PLAY TO "LEAD

Unify effort , clarify leader roles, exploit window of opportunity and change culture.



"Our Army At War -- Relevant and Ready ...Today and Tomorrow"



Focusing Effort: - Amidst adversity, a range of opportunities is clearly evident. We must capitalize on these opportunities in the strategy development and resourcing processes.

Managing Sources of Risk: - Risks do exist in this strategic environment, especially with regard to an uncooperative and adaptive enemy, finite resources, and our pace of operations.

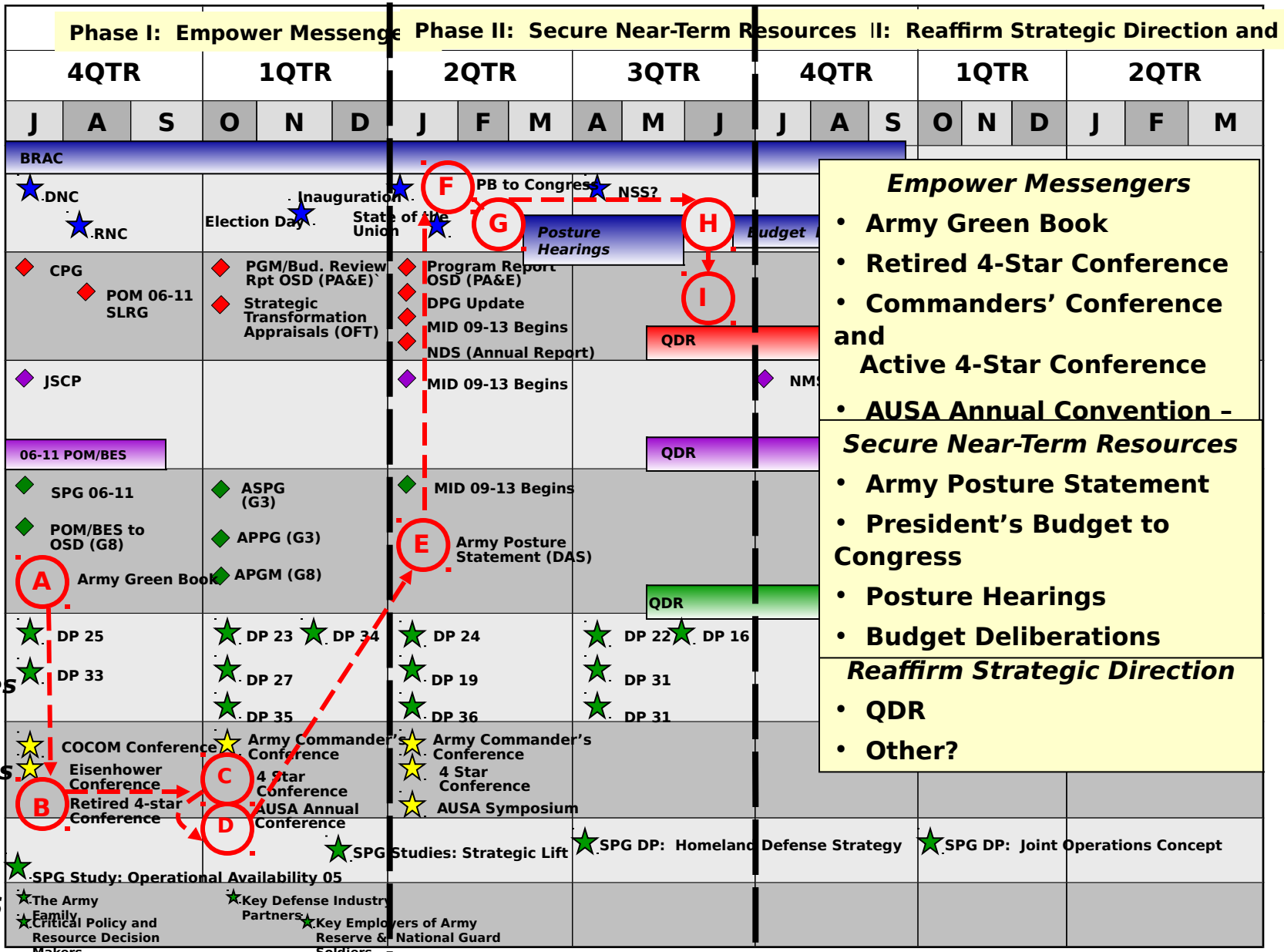
Creating the Future: - Our Nation and our Army are engaged in a protracted Global War on Terrorism.

- How can we apply the lessons we have learned, at all levels, to improve performance?
- What decisions could we have made earlier?
- What should we be thinking about now?

The Army will remain relevant and ready by providing the Joint Force with essential capabilities to dominate across the full range of military operations.



Focusing Effort



Empower Messengers

- Army Green Book
- Retired 4-Star Conference
- Commanders' Conference and Active 4-Star Conference
- AUSA Annual Convention - Secure Near-Term Resources
- Army Posture Statement
- President's Budget to Congress
- Posture Hearings
- Budget Deliberations

Reaffirm Strategic Direction

- QDR
- Other?



Managing Sources of Risk

- Tension between preparing for the future and meeting the demands of the present, with finite resources, requires the Army to balance the risk.
- The pace of operations, in an uncertain environment, is creating distinct challenges that require careful management to sustain our ability to achieve our strategic requirements.
 - Supplemental support required to continue Army Transformation while winning Global War on Terrorism. Reduction or end of this funding would have significant implications for procurement and soldier programs.
 - ▢ The operational fleet's condition and age affecting current readiness. Increased depot repair and recapitalization will be required to ensure our fleet is maintained and fully capable.
 - ▢ The Army is focusing resources on promising technologies and rapidly spiraling these into the current force to enhance their capabilities. Our investment accounts may require additional funding to maintain technological overmatch and ensure the development and fielding of the Future Force.
 - ▢ Global Posture and Base Realignment and Closure related initiatives have not been programmed. Army will need \$2.7B in Departmental assistance to comply with these decisions.
- Identifying and mitigating risks associated with fulfilling current and future strategic commitments, will ensure the Army remains relevant and ready – to sustain its aggressive support of the Global War on Terrorism, while transforming.



Creating the Future

- We have an ambitious task ahead.
- Success requires us to exploit the strategic opportunity that has been placed before us.
- We must leverage this period of increased activity, operations, and examination of basing alternatives – the window of opportunity that has emerged – to build a campaign quality Army with joint and expeditionary capabilities now, while sustaining operational support to combatant commanders, and maintaining the quality of the All-Volunteer force.
- As busy as we are today, we must continue to focus on tomorrow. We must challenge our institutional practices by asking two key questions.
 - ➔ First, armed with the knowledge we have about our recent experiences, *“What decisions could we have made sooner?”*
 - ▢ Second, and of far greater importance, *“As you anticipate the challenges that derive from our Title 10 and Title 32 responsibilities, “What should we be working on now?”*



Bottom Line

- Strategic Goal: The Army will remain **relevant** and **ready** by providing the Joint Force with essential capabilities to dominate across the full range of military operations.
- Role of Leadership: To add impetus to our ongoing efforts to change our culture to reflect the realities of our new operating context.
- Key Tasks:
 - ➔ Communicate our messages to those whom we serve – promote understanding of why and how we are changing and relieve stress during a period of intense operational activity and profound transformational change.
 - Foster a culture that embraces innovation; adopts a joint, expeditionary mindset; reinforces the Warrior Ethos; and promotes a

“As we assess Army Transformation, our progress in changing our culture - to reflect the realities of our operating context - will be a true measure of our success ...”



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Reinforce Our Centerpiece: *Soldiers as*

Warriors

- *Soldiers are the Army*
- Our Nation is relying on Soldiers
- Supporting GWOT aggressively
- Soldier conduct must reflect Army Values (detainee abuse, larceny, and unsafe

- Reinforce Army Values
- Emphasize Warrior Ethos
- Adapt training to reflect COE
- Balance training and education: “*what to think*” vs. “*how to think*”

Tell the Army Story Effectively

- Informing the Nation is our obligation - a key responsibility
- Effective strategic engagement required to inform stakeholders
- “One Message—Many Voices”
- Critical outcomes:

- ~~Recruit and Retain Quality Soldiers~~
• ~~Foster “culture of engagement”~~
 - Maintain Public Support
 - Resource the Army
- Prepare people to tell the story
- Develop Strategic Communications, Command Information, and Congressional Engagement plans

Resource the Force

- Sustained operations are our new norm - *protracted conflict*
- Must resource for today's and tomorrow's issues:
 - Sustain Full Scope of Global Commitments (GWOT is a Subset)
 - Transform the Army
 - Enhance Well-being

- Be able to discuss POM
- Articulate capabilities and needs
- Communicate need for balance
- Promote education and career progression opportunities
- Must leverage "window of opportunity" to change

Maintain Viability of All- Volunteer

- **Must preserve viability of existing concepts**
- **Developing new manning concepts**
- **Rebalancing size and capabilities of components**
- **Must leverage contributions of civilian workforce**

- **Meet recruiting and retention goals**
- **Care for Soldiers, civilians, and families - and communicate well-being and installation enhancement programs**
- **Enhance safety programs**
- **Manage complexity; Lead change**

Change Army Culture to Reflect New Realities

- **Must embrace innovation**
- **Creating Joint and Expeditionary mindset**
- **Inculcating Warrior Ethos**
- **Building resiliency to uncertainty - to operate better in zones of discomfort**

- **Reinforce culture of innovation**
- **Understand joint, expeditionary implications today and tomorrow**
- **Reinforce all parts of Warrior Ethos (Creed and Values)**
- **Promote Soldier-family resiliency**

Articulate Strategic Rationale for Future

Capabilities

emphasize Army
contributions to Joint
Team

- Create joint interdependence
- Leverage every potential tool

- Collaborate to develop Joint solutions
- Build relationships
- Provide advice effectively
- Develop Joint Ops Concept
- Participate as senior leaders in assessments and studies

Adapt the Institutional Army

- **Not business as usual; must support a Joint and expeditionary Army**
- **Must assess changes recommended in ACP**
- **Support needs of force**
- **Create culture of innovation**
- **Draft plan with clear vision**
- **Produce and begin to execute plan in FY 05**

- **Understand essentiality of this critical task**
- **Counter resistance to change**
- **Develop institutional programs**
to influence innovation and cultural change